



## Coast Guard Academy Board of Trustees

### Board of Trustees

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### **U.S. Coast Guard Academy Board of Trustees**

Fall 2002 Meeting

The Fall 2002 Board of Trustees (the Board) meeting was held at the U. S. Coast Guard Academy 20-22 November 2002. General themes of strategic planning and resource management continued to guide a majority of the discussion.

### In attendance:

RADM Venuto  
RADM Olsen  
RADM Papp  
RADM Schneider  
RADM Kinghorn  
RADM Brice-O'Hara  
RADM Garrett  
RADM Brown  
RADM Pearson  
RADM Belz  
VADM Costello (ret.)  
Dr. Heiner  
Mr. Mills  
Mr. Somerville  
Mr. Horowitz  
COMMO Melera

The two-and-a-half day meeting officially began at 1300 on 20 November 2002. A one-half day new Board member orientation was conducted prior to the meeting. Orientation participants included:

RADM Venuto  
RADM Olsen (veteran member)  
RADM Papp  
RADM Kinghorn  
RADM Pearson  
RADM Belz

Academy Staff personnel provided the following briefs: CGA Strategic Map update, CGA Enrollment Management, Excellence in Engineering Education (E<sup>3</sup>) (a cross-sectional study involving best practices among universities with success in graduating minority engineering majors), core curriculum, Leadership Development Center (LDC) update, Corps size, summer training program, athletic division update, and NEASC update.

Board committees provided the following outbriefs:  
Academic Affairs, Governance, Facilities, Resources, and Leadership and Professional Development.

### **Overview - Introduction**

**Transition.** The board welcomes five new members, including the Chair, RADM Venuto. CGA BOT work continues to be consequential. The CGA's main focus is training and educating personnel who can meet the needs of the service. Committee assignments (Enclosure (1)) were designated.

**CGA Strategic Map.** Developing the whole person is paramount, ergo strategy map pillars include life-long development in five areas: critical thinking, leadership, communication, knowledge, and professionalism. The strategy map is designed to align the CGA business plan with the Commandant's Direction.

**Congressional Board of Visitors:** Discussion continued on how best to engage Congressmen (or staffers) in order to raise awareness and gain commitment. Engaging Congressmen and staffers may help the CGA better align issues related to sufficiency vs. margin of excellence.

### **Briefs**

#### **Enrollment Management (EM):**

- Core focus of EM continues to be improving admission's profiles, retention, diversity, promoting financial responsibility, and enhancing institutional quality. EM has worked well for other institutions—the CGA EM program is in its infancy.
- CGA has a lower graduation rate and a higher percentage of career oriented graduates compared to the other service academies.
- Scannell & Katz have been retained as EM consultants.
- A lack of investment in basic competitive practices and current technology in the past 20 years has exacerbated challenges associated with increasing the applicant pool.

**Athletics Program:** The newly created pre-physical fitness test has reduced the dropout rate during swab summer. Dropout rates typically range from 10-15%; this summer, after the pre-physical fitness test was implemented, the dropout rate was reduced to 6%. Funding, billets, and facilities continue to be a major challenge with regard to sustaining a quality physical fitness and athletic program.

**Corps of Cadets:** A leadership practicum is currently being developed in order to better prepare cadets for CG service.

**LDC:**

- The staff is developing systematic leadership development proposal that will target all workforces. Filling LAMs instructor billets continues to be a challenge (currently 50% of billets are vacant).
- Leadership & professional development continue to be the drivers of the LDC.
- Currently, 65-70% of all E-7's attend the CPOA. Commanding Officers need to understand the value of CPOA training to the career development of the individual.

**Engineering:** According to the Princeton Review, the CGA ranks as the penultimate institution with regard to dorm sufficiency (Rutgers ranks last). The publication cited CGA's berthing as "Dorms like Dungeons". The recently approved Chase Hall renovation and expansion project is sorely needed. Chase Hall clearly requires rehab (and is the first project on the facilities engineering prioritization list), however, other deteriorating buildings must not be ignored. In order of priority after Chase Hall, facilities engineering require rehab funds for McAllister Hall (\$6M), lower track (\$1.25M), and Pine Hall (\$4.7M).

**Academics:**

- The 70-100 page CGA generated mid-period NEASC report is due in 2005.
- A balance between academics and military must continue. Additionally, academics are important, however, equally important are the connections made between faculty/staff and Cadets. PQS is becoming a greater factor in Cadet development. Academics and CGA strategy map are aligned.
- CGA ranked 4<sup>th</sup> in nation for overall academic program (Princeton Review).
- The Dean made a distinction in Cadet capital, "I do not see Cadets...I see the Coast Guard in 2020".

**Excellence in Engineering Education (E<sup>3</sup>)** (a brief by Dr. Egelhoff and Dr. Youngman): The professors completed a 54-page preliminary report as a means to develop the institutional and programmatic standard designed to increase the number of engineers and technical major graduates, especially within the ranks of minority and female cadets. The mixed methodology study determined best practices of universities that have successfully developed engineering programs that are able to attract, retain, and graduate minorities and women. The best practices institutions average approximately 30% minorities among their engineering graduates compared to 13% for the CGA. One of the most important aspects of the study is the eagerness of the faculty to embrace new ideas to achieve greater success with minorities and women.

**Quick Study:**

- G-W reviewed the training system in an attempt to correct any visible problems.
- G-C has approved CPO Academy consolidation at Petaluma by 2003.
- Chase Hall renovation was approved by G-CCS. In addition to the renovation, a permanent 150 room "E" wing will be built. E wing will eliminate perennial overcrowding.

**Corps Size/Afloat Requirement:**

- A recommended solution to compensate for Cadet surge is hiring temporary faculty.

- In the 1980s, the Academy/non-Academy officer ratio was approximately 50%/50%. Currently the proportion is approximately 35%/65%. DCOs will help fill the gaps.
- Cadet underway opportunities help improve officer retention rates because Cadets experience the value of underway life first hand. Cadet underway satisfaction rates continue to be relatively high except on 87' patrol boats. Cadets assigned to this platform complain that assignment to an all enlisted crew does not promote wardroom development.

### **Committee Reports**

**Academic Affairs Committee:** A vast majority of the discussion during this session revolved around the two questions posed by G-C, i.e.:

1. Why does the Academy curriculum have to be "one size fits all"? This question is in the context of awarding predominantly engineering degrees, although other degrees are also offered. Does this emphasis match the needs of the service?
2. What are the arguments for and against awarding both BS and BA degrees? Is there a need for more humanities skills and education for our officer corps?

Issues discussed included the core curriculum (24 core courses), electives, flexibility in curriculum, possibly adding contemporary majors (e.g., operations research, public management), diverse fields of study, and the need for robust technical courses and majors. Dialogue ensued regarding the importance of technical majors as it relates to sea going majors. Additionally, there was extended discussion about the benefits associated with the flexibility of BS degrees in pursuing a wide variety of postgraduate studies that a BA degree doesn't afford.

A resolution commending the CGA's preparation and performance that resulted in re-accreditation by the Engineering Accreditation Commission (EAC) of the Accreditation Board for Engineering and Technology (ABET) was passed. Additionally, there was considerable discussion on the critical importance of postgraduate training to meet mid-grade officer specialty and general performance requirements.

**Governance & Trustee Affairs Committee:** The primary discussion topics included issues associated with the Congressional Board of Visitors (BOV) and Association of Governing Boards (AGB). The BOT plans to spend a half-day with the USNA superintendent during the January offsite to better understand how best to align the CGA and the BOV. The following day the BOT plans to develop a strategy to engage BOV members or Congressional staffers. Understanding the required actions, outputs, and outcomes of the strategy will be paramount to ensure a constructive relationship is struck.

The need to continually improve as a board member was subsequently discussed. Two primary developmental activities were broached. First, reading AGB literature, both books and periodicals, will allow members to stay current on board trends. Second, providing developmental opportunities at each board meeting, perhaps for one to two hours, will help all Board members grow as a team.

**Facilities Committee:**

- Practice fields are unavailable 70% of the year for grass recovery/flooding.
- An \$800K request for Astro-Play (Astroturf) has been submitted, as well as request for funds to purchase and erect field lighting.
- The CGA six-lane cinder track is substandard. Connecticut College has allowed CGA athletes to practice on their track. CGA Seeking \$1.5M Minor AC&I funding to build a proper track that meets NCAA requirements.
- Riverside Park is the only alternative for CGA expansion. Children's Museum holds a long-term lease. Outright purchase (cash for land) may be the only alternative. Installing artificial turf on Cadet Memorial Field and on the interior of the track would alleviate the need for athletic fields at Riverside Park.
- Chase Hall renovation/E-wing construction will likely begin in early FY 05.
- AFC-43 backlog reduced to 26% due to Chase Hall renovation. Major projects continue to be Leamy Hall (ADA access, HVAC), Dimick Hall (ADA access, roofing, asbestos abatement, etc.), O'Club (ADA access, HVAC), McAllister Hall, Jacobs Rock, and the waterfront bulkhead.
- EPA Environmental compliance inspection successfully completed.
- MIS program established.

**Resource Committee:** This meeting was the first opportunity the Board had to discuss the results surrounding the 15 April 2002 memo from G-W to G-C. The request to separate the budgetary process was disapproved (G-C cited the need to compete for resources), however, it helped to right-size the Academy by identifying gaps. Attempts to reduce gaps will be made through FY03 OPSTAGE and the FY04 budget. The Commandant's words were a relatively strong endorsement, however, resource competition is fierce. The AFC-43 budget fared well, and the notion of sufficiency vs. margin of excellence has been a major contributor in helping to more effectively compete in out years.

General discussion about building the CG workforce, the competitive issues that challenge additional CGA funding, resource challenges associated with the CGC EAGLE, and the problems associated with workforce forecasting rounded out the dialogue.

**Leadership & Professional Development Committee:** Primary discussion involved aligning the CGA strategy map with leadership development.

### **Resolutions**

Four resolutions were approved. The first resolution was mentioned in the Academic Affairs section (above), and recognized the CGA's preparation and performance that resulted in re-accreditation by the Engineering Accreditation Commission (EAC) of the Accreditation Board for Engineering and Technology (ABET). The second resolution recognized Dr. Egelhoff and Dr. Youngman for excellent research associated with the E<sup>3</sup> study described in Excellence in Engineering Education (E<sup>3</sup>) section above. The third resolution commended the CGA for its strategic planning and alignment to meet emerging needs. The fourth and final resolution commended CDR David Markey (Ret.) for five years of volunteer service as the BOT recorder and historian.

### **Upcoming Meetings**

Winter Off-Site 03: 30-31 Jan 03  
Spring Meeting: 2-4 April 03  
Fall Meeting: 19-21 Nov 03  
Winter Off-Site 04: 28-30 Jan 04

K. T. Venuto  
Chairman

Encl: (1) Committee Assignments  
Resolution AY02/03-1: Recognition of CGA Success in ABET Re-accreditation  
Resolution AY02/03-2: Recognition of CDR David Markey (Ret.)  
Resolution AY02/03-3: Recognition of CGA Strategic Planning to Meet Emerging Needs  
Resolution AY02/03-4: Recognition of Dr. Egelhoff and Dr. Youngman (E<sup>3</sup> study)